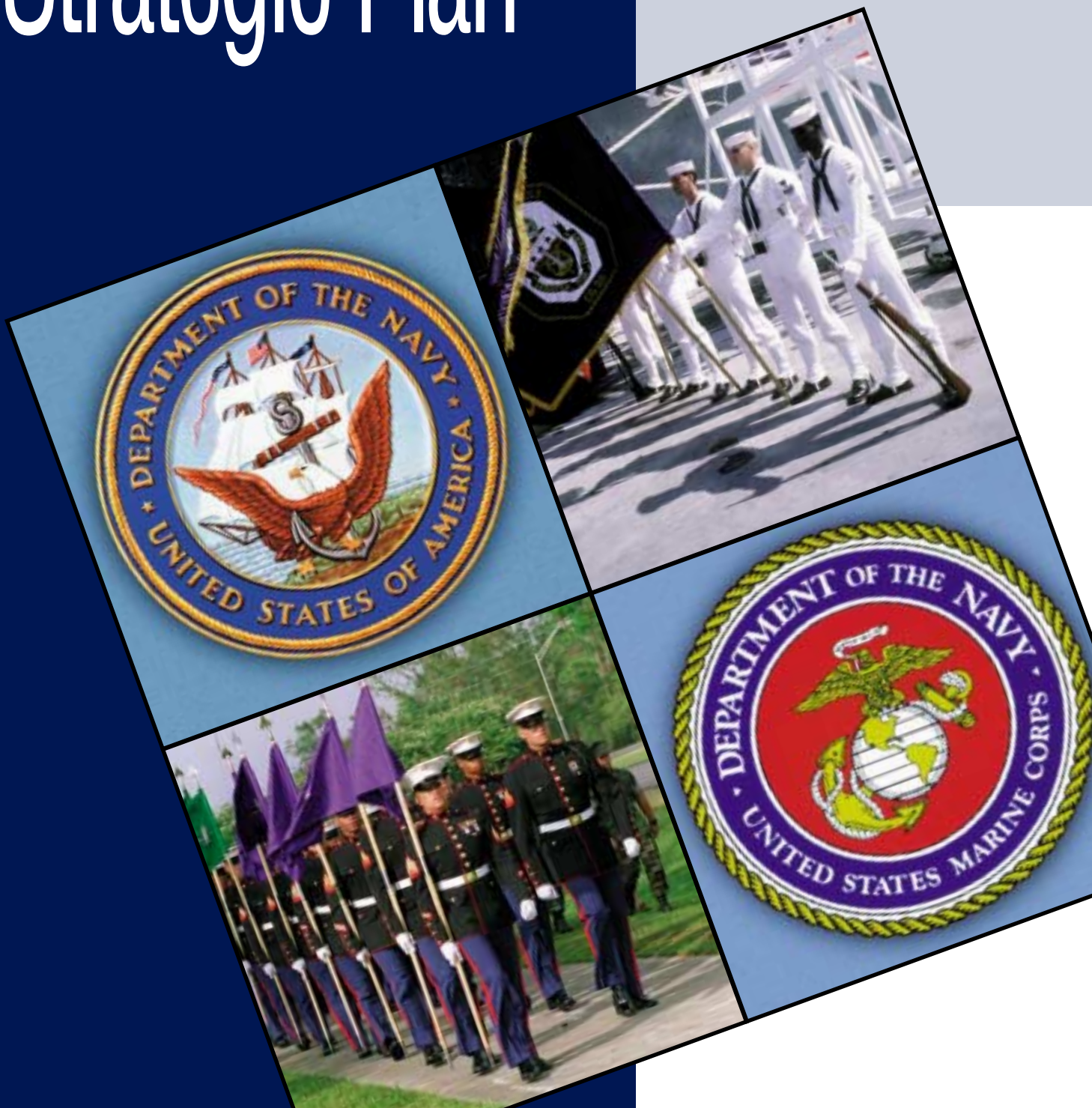
Department of the Navy

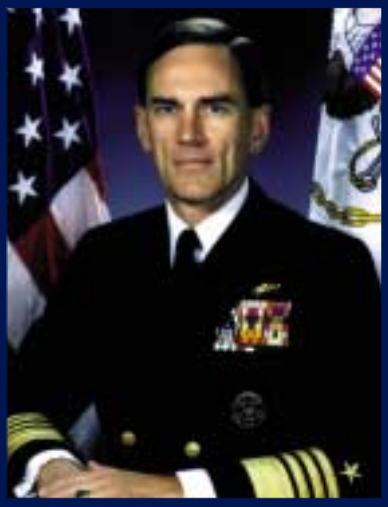
Information Management & Information Technology

Strategic Plan

FY 2000 2001



Richard Danzig
Secretary of the Navy



ADM Jay L. Johnson, USN
Chief of Naval Operations

GEN James Jones, USMC
Commandant of the Marine Corps

From the Department of the Navy 1999 Posture Statement

Throughout the 20th Century, our naval services adapted to new geo-strategic circumstances and major technological and operational changes. Our 100-year record of success played a major role in America's emergence as the only superpower at century's end. And just as our Navy and Marine Corps embraced the changes in warfare brought about by the turbulent era of the early 1900's, today we are again undergoing a Department-wide transformation that addresses tomorrow's significant challenges.

As we continue to navigate the uncharted waters of this new era, the Navy and Marine Corps need to harness technology and accept the resulting cultural changes to remain the world's pre-eminent naval force. Sustaining our ability to quickly implement new technologies and adapt to new requirements and missions will require an increasingly sophisticated array of forces and talented people. This is essential to our pre-eminence as a forward deployed, operationally proficient, and technologically advanced force, capable of responding anytime, anywhere from the sea.

Department of the Navy

Information Management & Information Technology

Strategic Plan

FY 2000 2001

We need to continue…to achieve the growth in capabilities associated with the information age.

—The Honorable Richard Danzig
Secretary of the Navy

Contents

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- People
- Information
- Technology

About This Plan

Overall leadership responsibility for Department of the Navy information management and information technology is vested in its Chief Information Officer, Mr. Dan Porter. The DoN CIO implements this responsibility in close partnership with the Chief of Naval Operations and the Commandant of the Marine Corps.

The leaders for IM/IT in the offices of the CNO and CMC are VADM Robert Natter (CNO N6) and BGEN Robert Shea (AC/S C4I), respectively. This leadership team works collaboratively to ensure that Sailors, Marines, Civilians and Reservists have the right information, knowledge, and technology to successfully perform the DoN missions.

A word from the top

Over the past months, we have had the privilege of meeting and working with many people—across our enterprise and in industry—who are achieving significant IM/IT successes. This Strategic Plan builds on those successes as we chart a course into the new millenium.

The DoN IM/IT Strategic Plan brings our collective vision of the future into clear focus, and communicates our commitment to putting information to work for our Sailors, Marines, Civilians, and Reservists, in our operational forces, headquarters, and field organizations.

We can achieve these strategic goals through collaboration and open communications. Your active participation is key to realizing this vision. We encourage each and every one of you to factor these goals and objectives into your programmatic and operational plans as we realize the DoN revolution in military and business affairs. Working together, we will make our vision a reality.

Dan Porter
SES

Robert Natter
VADM, USN

Robert Shea
BGEN, USMC

VADM Robert Natter, USN

Director, Space, Information Warfare,
Command & Control
(CNO N6)

Mr. Dan Porter

Chief Information Officer
Department of the Navy
(DoN CIO)

BGEN Robert Shea, USMC

Assistant Chief of Staff,
Command, Control, Communications,
Computer and Intelligence (AC/S C4I)

Introduction

1

Change is in the air. We intend to find the resources to make this revolution a reality. We are going to change the way the Navy and Marine Corps do business. We are going to accelerate the time it takes to design and manufacture aircraft and ships. We are going to bring the military's computers into the 21st Century. These tremendous changes…will require support, creativity and ingenuity from people like you.

—The Honorable Jerry MacArthur Hultin
UnderSecretary of the Navy

- People
- Information
- Technology

IM/IT Planning Process

The Department of the Navy has implemented a continuous cycle of strategic planning and performance assessment for IM/IT matters. This cycle is inextricably linked with planning and budgeting processes implemented through the Program Objectives Memorandum (POM) and Planning, Programming and Budgeting System (PPBS).

Led by the DoN CIO, the planning and assessment cycle integrates law, policy, operational objectives and the revolution in business affairs vision. Implemented collaboratively with the Chief of Naval Operations and the Commandant of the Marine Corps, this cycle results in selection of information management activities and information technology initiatives for investment. Items selected for investment constitute the IM/IT project portfolio, and are included in the President's annual budget request to Congress.

Congress

National Defense Authorization and Appropriations Acts
Government Performance & Results Act (GPRA)
Federal Acquisition Streamlining Act
Paperwork Reduction Act
Clinger-Cohen Act

Administration

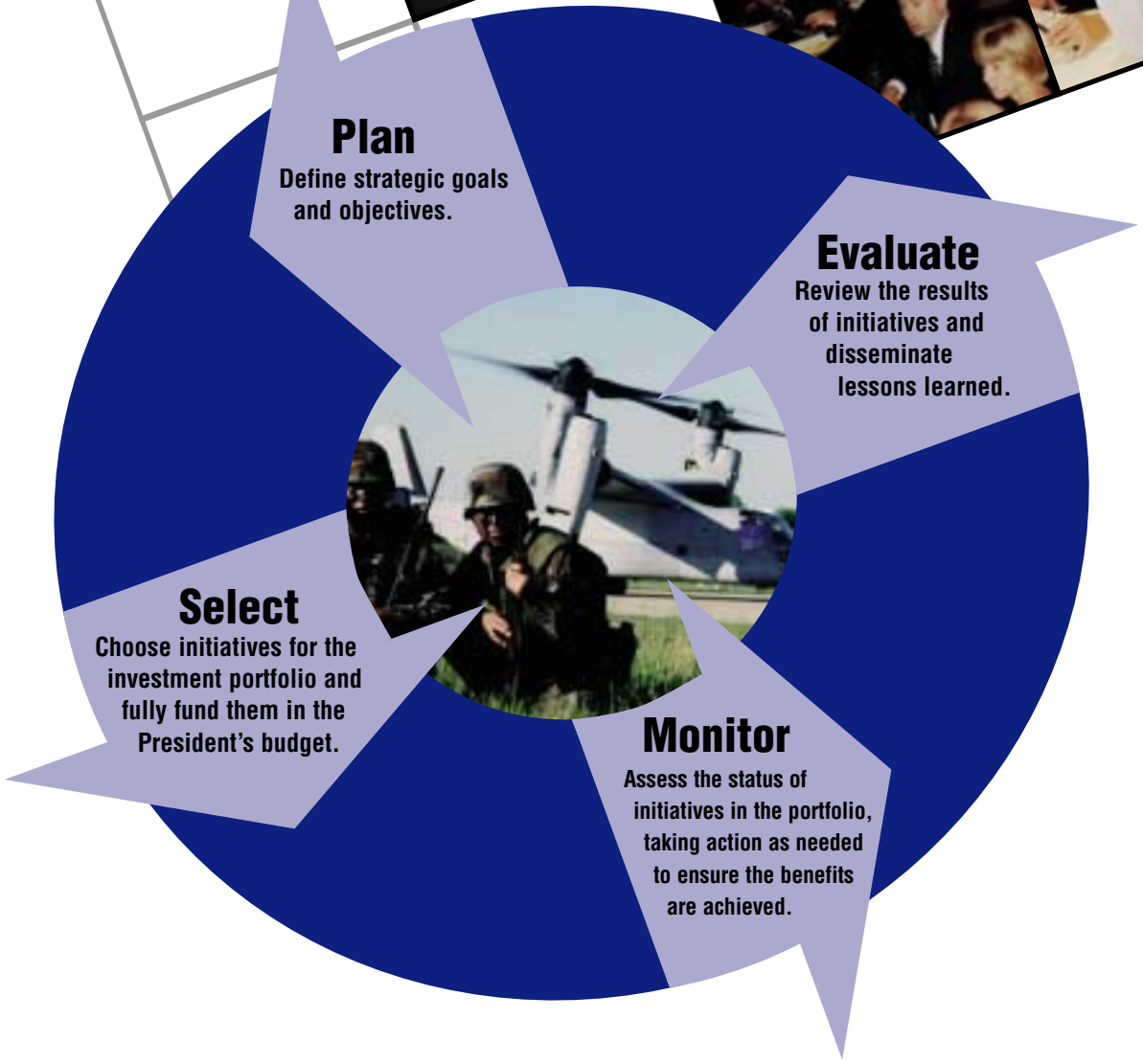
Presidential Decision Directive 63
National Security Policy
Executive Order 13011
OMB Circular A-130
OMB Circular A-11

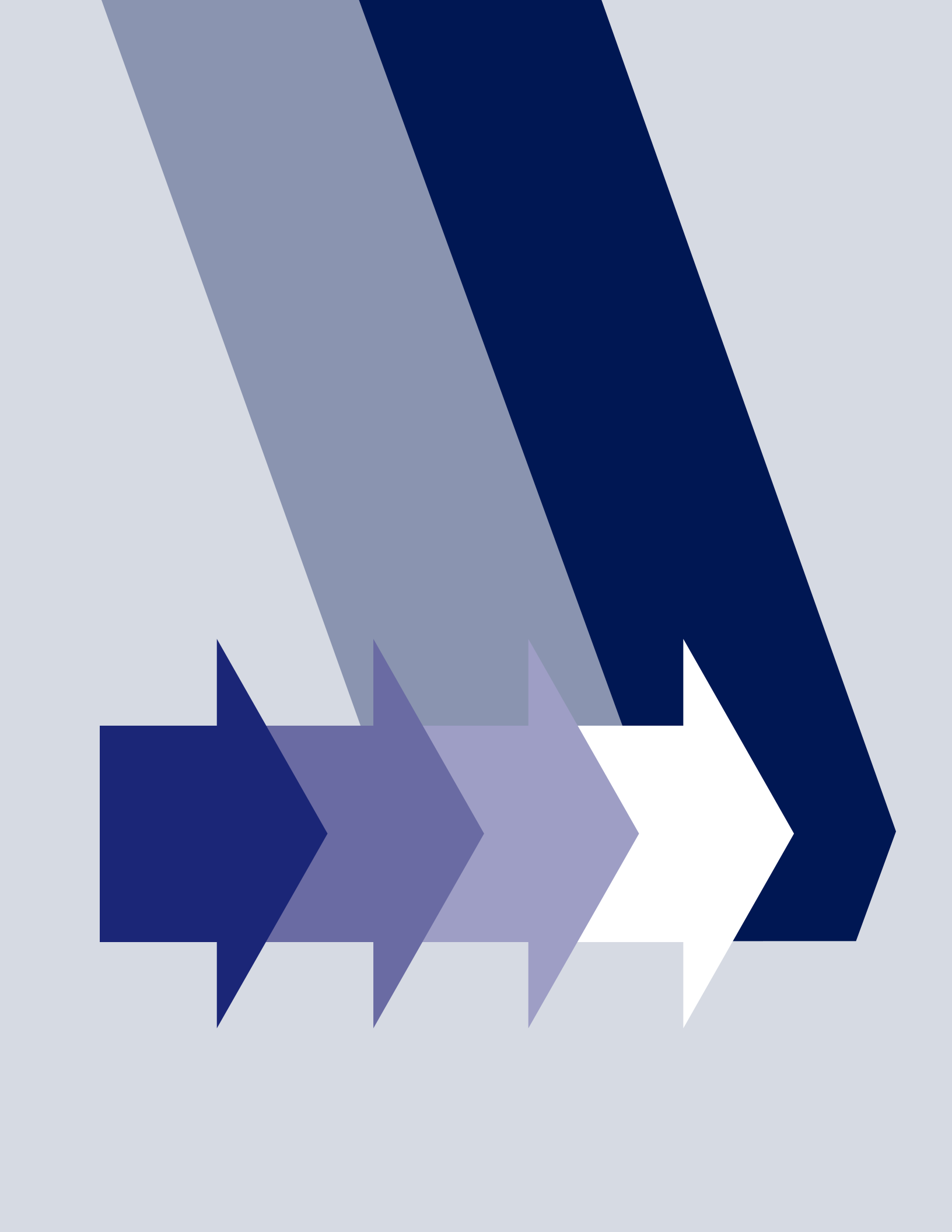
DoD

Joint Vision 2010
Quadrennial Defense Review
GPRA Performance Plan
DoD IM Strategic Plan

DoN

Forward…From the Sea
Operational Maneuver From the Sea
1999 Posture Statement
Revolution in Business Affairs
Business Vision and Goals
GPRA Performance Plan


Plan
Define strategic goals and objectives.
Evaluate
Review the results of initiatives and disseminate lessons learned.
Select
Choose initiatives for the investment portfolio and fully fund them in the President's budget.
Monitor
Assess the status of initiatives in the portfolio, taking action as needed to ensure the benefits are achieved.



Mission, Vision and Guiding Principles

2

We will build upon the enduring foundation of functional expertise, core values, and high ethical standards.

—DoD Joint Vision 2010

- People
- Information
- Technology

Mission

Putting information to work for our people.

Our Vision

- An integrated, results-oriented Navy and Marine Corps team characterized by strategic leadership, ubiquitous communication and invisible technology.
- An effective, flexible and sustainable DoN enterprise-wide information and technology environment that enables our people to make and implement efficient and agile decisions.
- A knowledge-centric culture where trust and respect facilitate information sharing and organizational learning.

Our Guiding Principles

1 The foundation of our success rests on truth and trust as embodied in our core values: honor, courage, and commitment.

2 Technology and information support people.

3 Knowledge is necessary for empowerment.

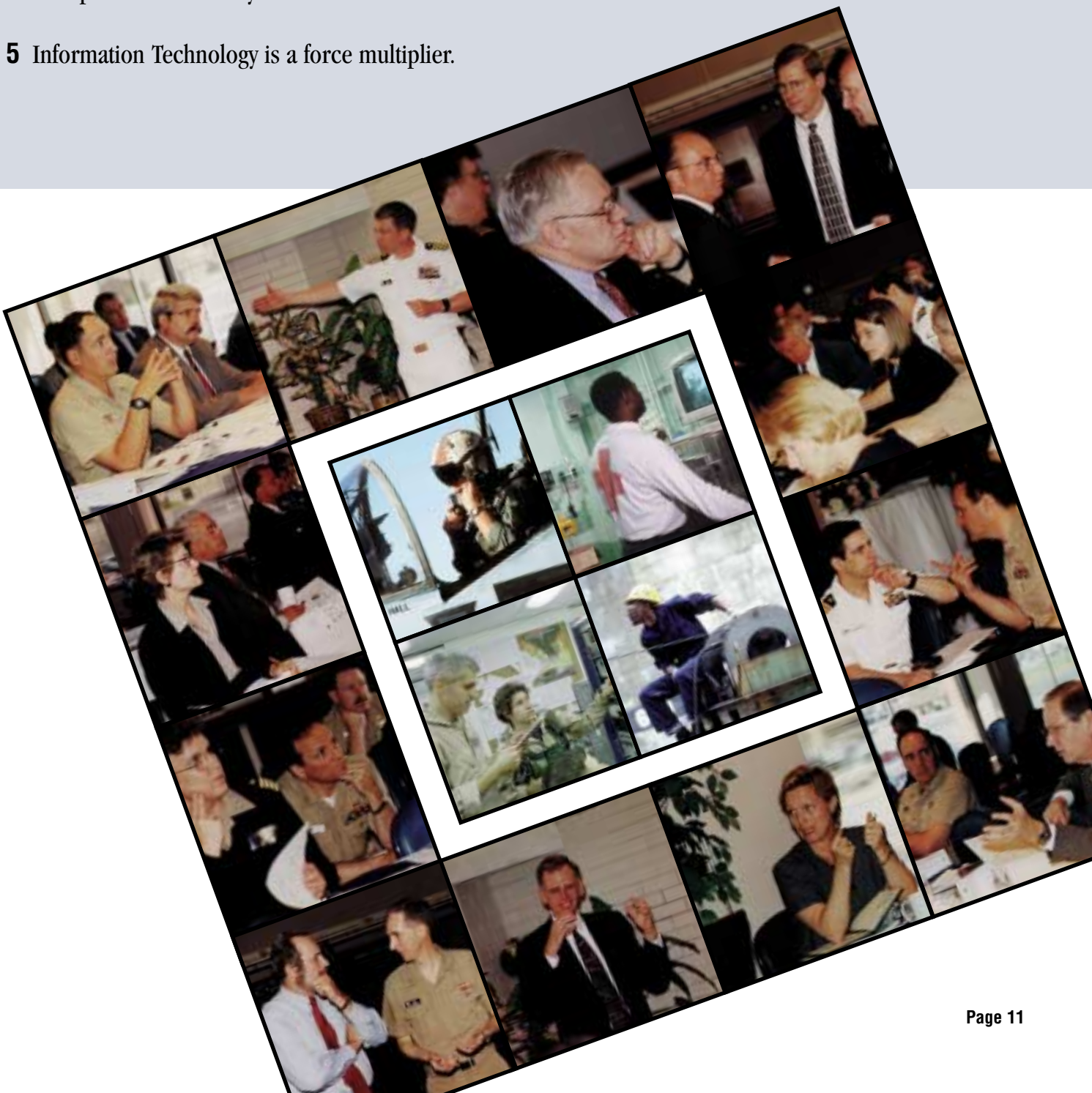
4 Disciplined connectivity allows work freedom.

5 Information Technology is a force multiplier.

6 Information sharing leverages competency.

7 The value of information and technology depends on its use.

8 Technology, culture, processes, and people—We are all links in the same chain.



3 Goals and Objectives

Putting information to work

for our people

- People
- Information
- Technology

Goal 1

Provide an information technology infrastructure that will ensure information superiority and connectivity throughout the Department of the Navy.

Description: Develop, implement, operate and govern a global information infrastructure to provide transparent and seamless interoperability and end-to-end connectivity to all our people. A robust information infrastructure is the foundation for achieving information and business process superiority. Based upon common architecture and technical standards for hardware, software, computing, and telecommunications, this infrastructure will result in the Naval Intranet, a key component of the DoD Global Networked Information Enterprise (GNIE) and a critical element of interoperability with joint and combined forces.

Supporting Objectives

1.1 Develop, implement, operate, and govern a Naval Intranet.

1.2 Collaboratively develop, maintain, and facilitate the implementation of the DoN IT infrastructure architecture.

1.3 Collaboratively develop, maintain, and facilitate the minimal number of IM/IT standards necessary to support interoperability.

1.4 Collaboratively develop, maintain, and facilitate the implementation of cohesive DoN data, data flow, and systems architectures.

The Navy-wide Intranet will increase performance, decrease costs, and improve security. It is a total end-to-end capability. It will make information technology serve our people, not have our people serve the technology.

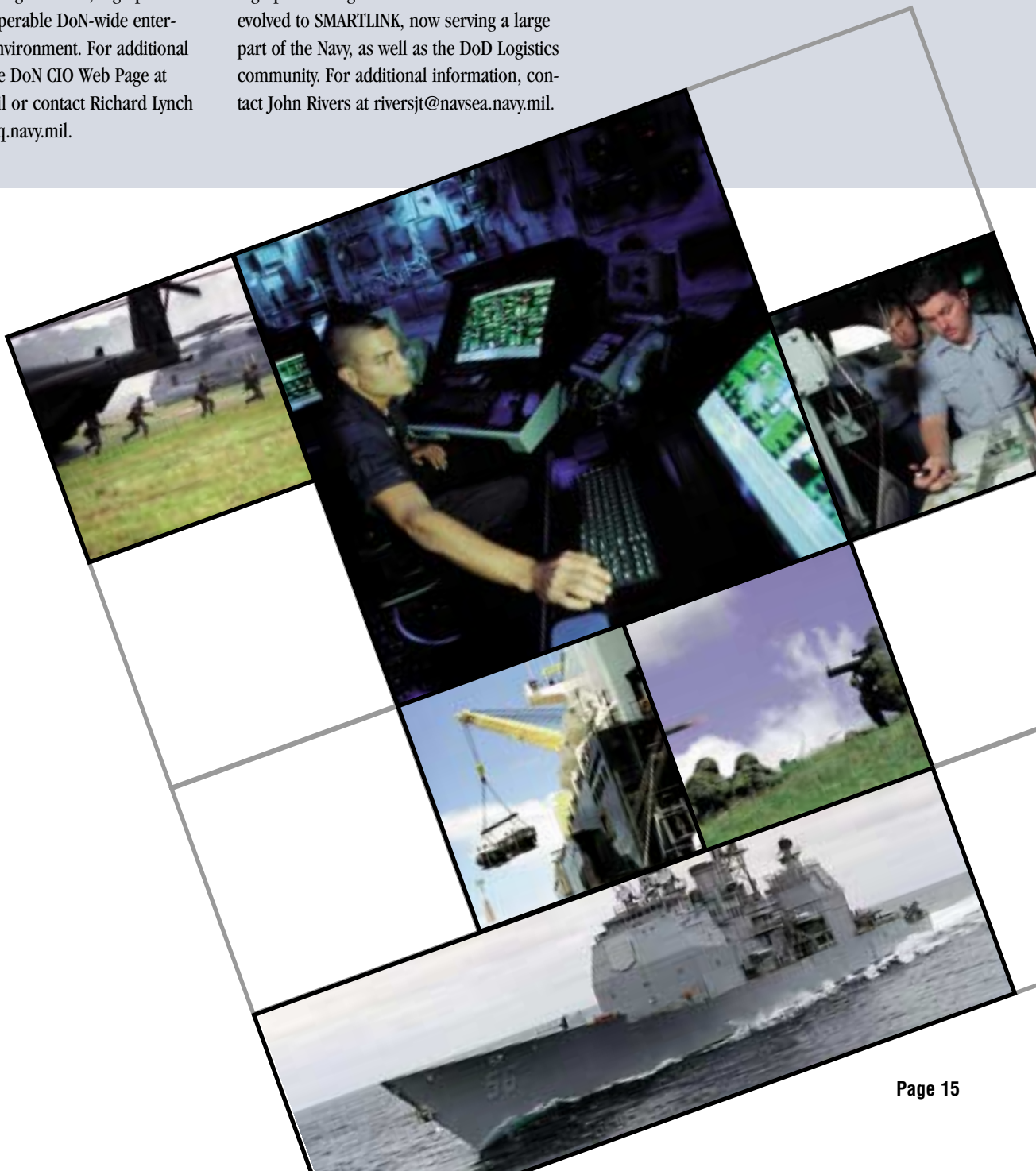
— Admiral Jay Johnson
Chief of Naval Operations

Pathfinders

To improve planning and implementation of the DoN IT infrastructure, teams from organizations throughout the DoN developed the ***Information Technology Standards Guidance (ITSG)*** and ***IT Infrastructure Architecture (ITIA)*** to serve as a roadmap to the future. These documents permit DoN organizations to focus IT investments and allocate resources towards a common vision for the next millenium. The ITSG and ITIA emphasize security, functionality, interoperability, and performance and provide guidance for planning and implementing a secure, high performing, and interoperable DoN-wide enterprise information environment. For additional information, visit the DoN CIO Web Page at www.doncio.navy.mil or contact Richard Lynch at lynch.richard@hq.navy.mil.

The Naval Sea Systems Command (NAVSEA) ***Information Management Improvement Program (NIMIP)*** resulted in migration of the IT infrastructure at industrial activities and headquarters to a standards-based modular one to support a reengineered and restructured, smaller enterprise. NIMIP eliminated twenty-five mainframe computers and associated facilities, resulting in savings of $65 million per year. NIMIP implemented improvements to base and campus network capabilities through deployment of NEWNET, a high performing wide-area network that evolved to SMARTLINK, now serving a large part of the Navy, as well as the DoD Logistics community. For additional information, contact John Rivers at riversjt@navsea.navy.mil.

The Commander in Chief, U.S. Naval Forces Europe (CINCUSNAVEUR) ***Enterprise Network Project*** consolidated IT infrastructures throughout Europe. By utilizing Naval Intranet standards, integrating commercial software, and centralizing acquisitions, CINCUSNAVEUR integrated its network infrastructure and services to cost effectively meet its information needs. For information, contact Tom Reidy at cnen66@naveur. navy.mil.



- People
- Information
- Technology

Goal 2

Reengineer warfighting and core business processes in parallel with technology infusion to maximize effectiveness and efficiency.

Description: Reengineer warfighting and core business processes collaboratively to maximize the contribution of information and information technology to DoN mission and mission support functions.

Technology infusion alone will not achieve significant gains in capability and, at best, will enable inefficient processes to be performed faster. Process reengineering coupled with technology infusion will improve organizational effectiveness and efficiency and increase mission readiness.

Supporting Objectives

2.1 Develop and sustain a DoN IM/IT strategic planning process that serves as a mechanism for guiding DoN IM/IT activities.

2.2 Implement strategies to facilitate IM/IT process improvement and develop DoN enterprise process models and tools.

2.3 Improve DoN IM/IT processes through collaboration among stakeholders and Industry partners.

2.4 Exploit Electronic Business, Electronic Commerce, Enterprise Resource Planning, and emerging technologies to reengineer and improve DoN processes. Encourage bottom-up initiatives and develop pilot projects to assess the use and applicability of each of these technologies.

2.5 Investigate the use and applicability of Enterprise Resource Planning, Supply Chain Management, and other commercial off-the-shelf software tools to assess their potential to increase the efficiency and effectiveness of DoN processes.

Trust enables us to exploit the power of horizontal information flow, speed our decision cycle, and facilitate execution. It is the bond that produces cohesion.

— General James Jones
Commandant of the Marine Corps

Pathfinders

The ***Manpower Business Process Reengineering*** initiative undertaken by the Systems Executive Office for Manpower and Personnel (SEO-MP) provides more accurate forecasting of manpower requirements for diverse mission scenarios and interfaces with acquisition databases, providing integrated and precise management of manpower requirements and assignment of personnel. This initiative allows active calculation of manpower requirements for various mission scenarios and for classes of ships during the initial design phase. For more information, contact Molly Mayhorn at molly.mayhorn@navmac.navy.mil.

The Naval Space Command implemented a new approach resulting in ***Virtual Parallel Processing*** to provide the computational power necessary to predict possible close conjunctions between two satellites in space, and compute satellite orbits from satellite observations received from the Space Surveillance Network. As a result, the Command is able to maintain a more up to-date inventory of all trackable space objects. This inventory is an essential tactical tool in defense against space systems used by unfriendly forces, and in managing space systems used by friendly forces. For more information about this implementation, contact Diane Leite at leite@nsc.navy.mil.

The Naval Air Systems Command (NAVAIR) implemented the ***Chief Information Officer Information Technology Integration Process***, a disciplined approach for introducing new information technologies and systems throughout NAVAIR by implementing integrated teams for cross-functional areas. This methodology uses a process centric approach to ensure interoperability of projects and technologies, and helps align information technology initiatives with strategic goals and business objectives. For more information on this initiative, contact Susan Keen at keensl@navair.navy.mil.

- People
- Information
- Technology

Goal 3

Maximize the value and manage the risk associated with DoN information technology investments.

Description: Improve the management of IM/IT investments to directly link them to DoN mission performance. The strategic requirement for quality information, combined with limited availability of funds, increases the importance of making the right IM/IT investment decisions.

To support improved mission processes, better management of our IM/IT investments will maximize mission effectiveness, reduce total cost of ownership, and improve productivity.

Supporting Objectives

3.1 Implement a continuous and repeatable process for the selection and management of IM/IT investments throughout the DoN.

3.2 Develop and implement a standard process and modeling tool to assess and reduce the investment and total cost of ownership of IM/IT implementation through the DoN.

3.3 Exploit outsourced management strategies and the use of metrics to enable DoN IM/IT professionals to focus on core mission functions.

3.4 Implement a DoN-wide process to provide visibility of IM/IT investments and assets to facilitate investment planning.

3.5 Use enterprise licenses to leverage DoN buying power for IT.

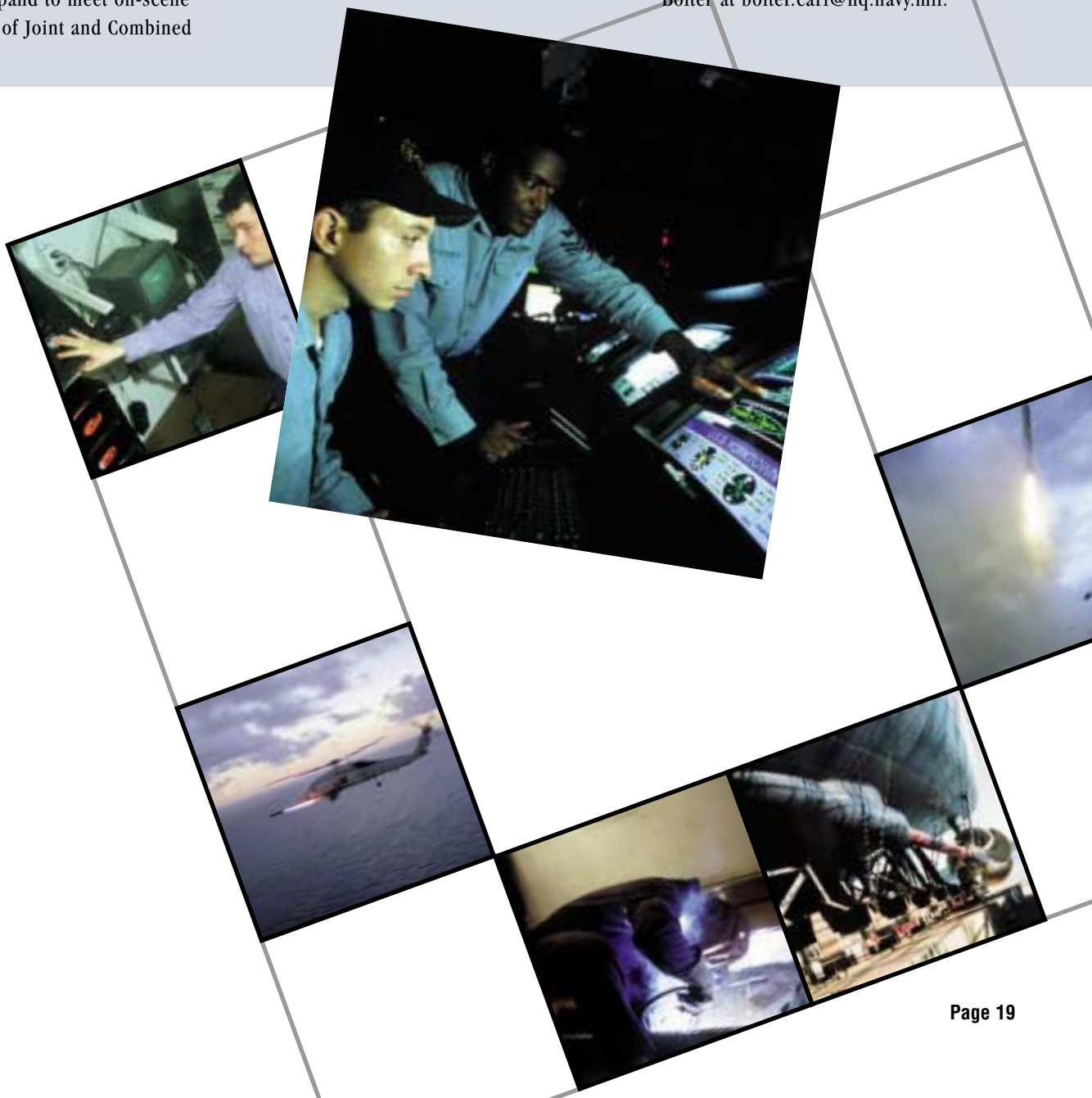
The objective is not only to 'save dollars', but also to shift behavior, to change our culture towards higher levels of learning — and, even more basically, to improve the results, the outcome.

— The Honorable Jerry MacArthur Hultin
UnderSecretary of the Navy

Pathfinders

The ***Meteorology and Oceanography Integrated Display System — Tactical (MIDDS-T)***—is a Mobile Meteorology and Oceanography (METOC) Smart Center. It provides a mobile, modular and scalable meteorological analysis and display system that meets the needs of the warfighter by providing on-demand forecasting support to mobile environmental teams. Field testing of the MIDDS-T, using commonly available components and off-the-shelf software, demonstrated how investment can be minimized and risk can be managed to ensure success. METOC support requirements for every warfare area continue to expand to meet on-scene support needs of Joint and Combined Task Force (JTF/CTF) exercises and operations worldwide. The MIDDS-T recently successfully completed two proof-of-concept field tests during JTF/CTF exercises, and is currently being fielded for mobile environmental teams worldwide. In the future, MIDDS-T will incorporate global cellular connectivity and faster and smaller computers to allow our deployed personnel to carry this capability in a briefcase. For additional information about this initiative, contact Mr. John Meyer at meyerj@cnmoc.navy.mil.

The ***DoN IT Capital Planning Guide*** outlines capital planning policies and procedures and provides a model to assist Command level managers in implementing an effective IT capital investment decision-making process at the organization level. The guide provides a flexible framework which can be tailored to meet organizational needs. This framework assists managers and decision-makers in the effective selection, management, and evaluation of IT investments, and integrates capital planning into existing management and development processes. For more information about this guide, contact Carl Bolter at bolter.carl@hq.navy.mil.



- People
- Information
- Technology

Goal 4

Implement strategies that facilitate the creation and sharing of knowledge to enable effective and agile decision-making.

Description: Knowledge management offers the potential to significantly leverage the value of our IT investment and the intellectual capital of our people. Information technology and information management are essential, but alone are insufficient to achieve information superiority.

Knowledge management strategies facilitate collaborative information sharing to optimize strategic and tactical decisions, resulting in more effective and efficient mission performance.

Supporting Objectives

4.1 Develop strategies for managing knowledge and achieve a common understanding of the definition and value of knowledge Management.

4.2 Identify knowledge management champions at the Command level throughout the DoN enterprise.

4.3 Build repositories to capture processes to share our intellectual capital.

4.4 Encourage collaborative information sharing through communities of practice and the use of knowledge management strategies.

4.5 Provide tools to facilitate the optimum use of information to create knowledge for tactical and strategic decision making.

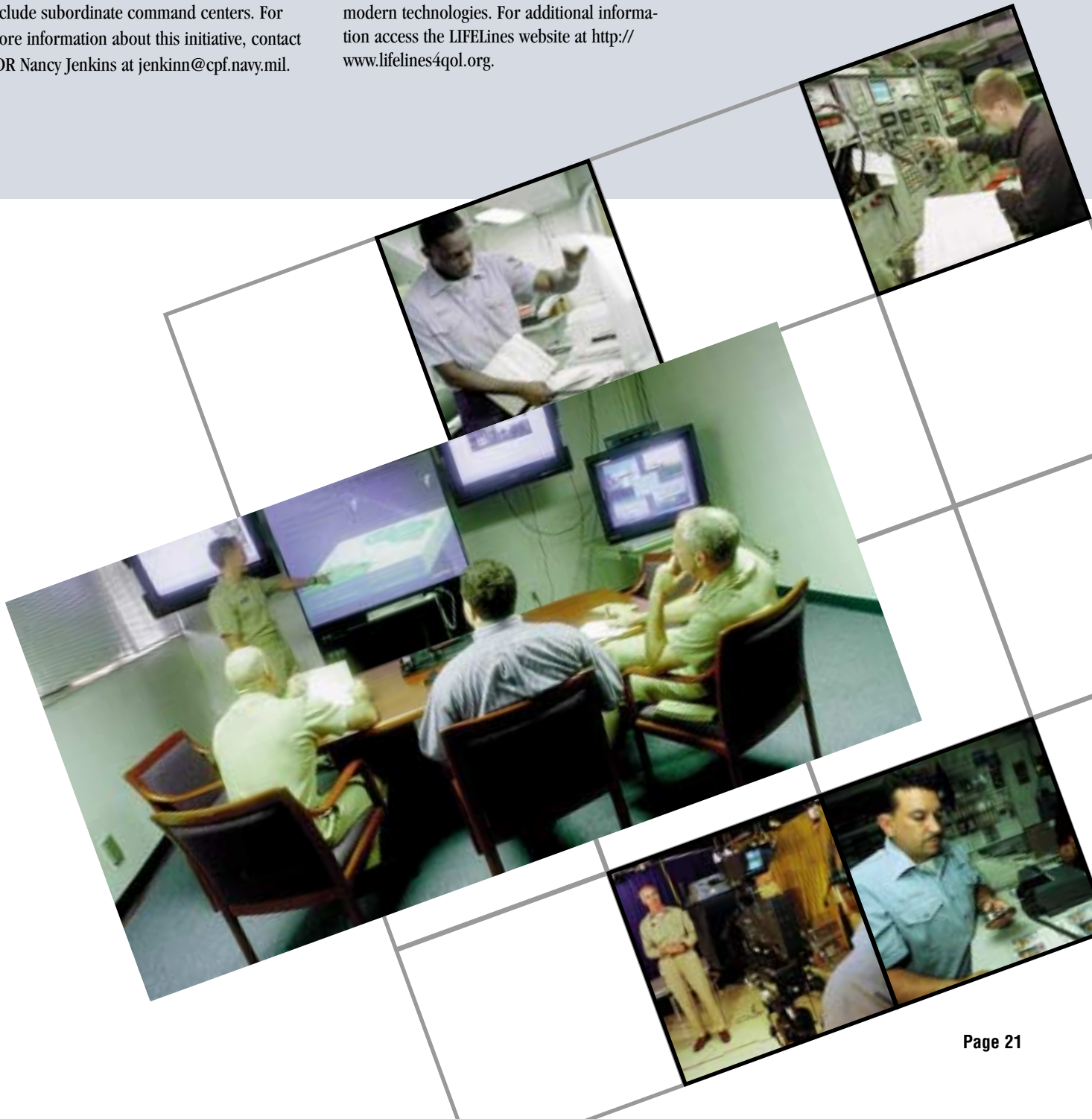
4.6 Modernize policies and processes for coordination of Naval Libraries, technical and administrative information repositories, and other virtual information resources, aligning and integrating them with the DoN IM/IT mission and vision to provide a framework for the future.

Pathfinders

The Pacific Fleet's ***Knowledge HomePort*** improves productivity through eliminating non-value activities and improving the ability of headquarters personnel to find and reuse knowledge. This portal, when fully implemented, will link over 250 databases through an intranet. The Knowledge HomePort has already aided decision making, resulting in better staff collaboration, and improved workflow processes. The initial rollout has been a success, saving 18,000 staff hours per month. Deployment is being expanded to include subordinate command centers. For more information about this initiative, contact CDR Nancy Jenkins at jenkinn@cpf.navy.mil.

The ***LIFELines System of Care*** is a Joint Military Services Partnership that delivers Quality of Life (QOL) services and programs using the Internet, Teleconferencing, Satellite Broadcasting and Cable TV. As a 21st century QOL modernization initiative, LIFELines serves the QOL needs of active duty members, reservists, recruiters, retirees, DoD civilian employees and their families around the clock and around the world. It supplements the existing traditional QOL community-based service delivery system by providing greater access to "high touch human services" using modern technologies. For additional information access the LIFELines website at http://www.lifelines4qol.org.

The ***Virtual Program Office (VPO)*** at the Space and Naval Warfare Systems Command uses collaborative technologies combined with a web browser interface and intelligent agent technology for enterprise planning, program development, acquisitions, risk management, and more. The VPO provides collaborative and knowledge management tools for complete lifecycle management of equipment, systems, and services. For additional information about this initiative, contact Sue Berry at cberry@spawar.navy.mil.



- People
- Information
- Technology

Goal 5

Exploit emerging information technologies to achieve breakthrough performance.

Description: Apply technology to achieve and sustain information dominance. Technology is a cornerstone for achieving revolution in military and business affairs. Application of technological innovations improves mission performance.

Partner with industry and academia to identify and exploit breakthrough technologies.

Supporting Objectives

5.1 Identify and exploit information technologies and share innovative technology applications throughout the DoN.

5.2 Implement technology solutions to improve business functions, operational effectiveness, and communications between our deployed forces and their families.

5.3 Develop a DoN strategy to implement Electronic Business/ Electronic Commerce (EB/EC).

5.4 Exploit Smart Card technology to enable functional process change and knowledge management.

5.5 Exploit browser and web technologies to enable flexible and timely information exchange in both warfighting and mission support processes.

5.6 Encourage innovation and assess the use of emerging technologies through Fleet Battle Experiments, wargames, and simulations.

We will maintain our on-going process of technological and operational innovation that has put us on the cutting edge of future warfighting capabilities. Our Navy people—well-led, working as a team, and taking pride in our Navy—will be the source of these innovations.

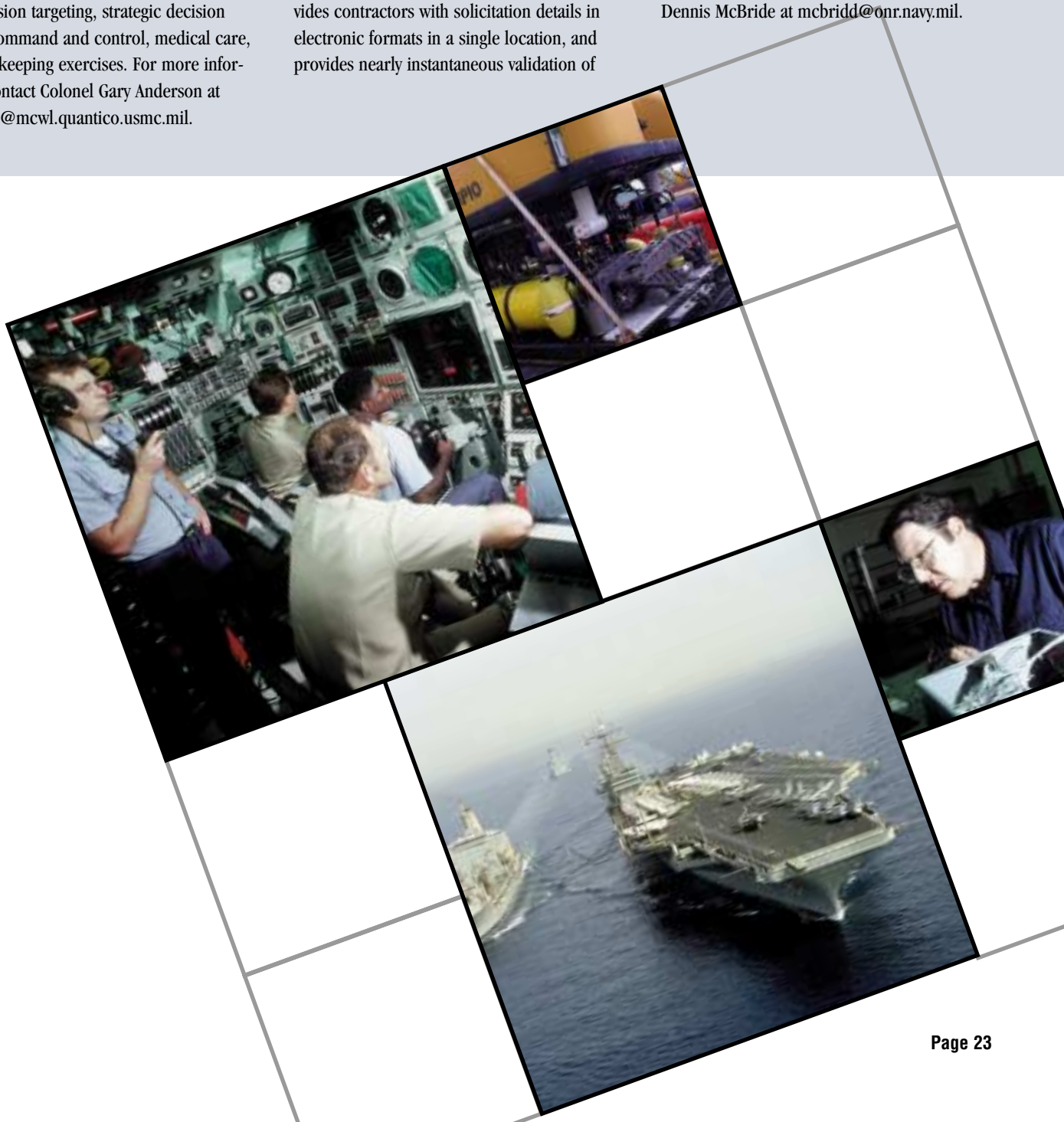
Forward…From the Sea

Pathfinders

The Marine Corps ***Urban Warrior Advanced Warfighting Experiment*** examined new concepts, tactics, and techniques to meet the challenges of conflict in urban environments. Conceived by the Marine Corps Warfighting Laboratory, Urban Warrior demonstrated innovative approaches to leverage decision-making techniques, warfighting tactics, and information technology to prepare for future military scenarios. Over sixty different technologies and weapons enabled responses to scenarios including riot control, chemical-biological incident response, intelligent precision targeting, strategic decision making, command and control, medical care, and peacekeeping exercises. For more information, contact Colonel Gary Anderson at andersong@mcwl.quantico.usmc.mil.

In support of the revolution in business affairs, the ***Electronic Commerce Web Site*** at the Naval Supply Systems Command (NAVSUP) connects users to Navy electronic commerce resources, including an online forum for questions about Navy electronic commerce, resource library and newsletter. NAVSUP is using web-based electronic business applications to provide improved customer service in Navy supply requisitioning, contractor solicitations, and security clearance validation. This innovative application reduces supply requisition order time, provides contractors with solicitation details in electronic formats in a single location, and provides nearly instantaneous validation of personal security clearance levels. For more information, contact Jonathan Finch at jonathan_d_finch@navsup.navy.mil.

The ***Office of Naval Research (ONR)*** is demonstrating how information technology can enhance decision making in the future. By leveraging emerging commercial software with government funded research, ONR will validate how information technology enables information gathering, sharing, and handling, leading to a more effective decision-making process. For more information contact CAPT Dennis McBride at mcbridd@onr.navy.mil.



- People
- Information
- Technology

Goal 6

Ensure the DoN's information resources are secure and protected.

Description: Ensure the reliability, availability and integrity of DoN information, information systems, and critical infrastructure needed to protect, defend, and secure our mission-critical capabilities.

Information assurance will address integrity, confidentiality, authenticity, timeliness and application of lessons learned to sustain information superiority.

Supporting Objectives

6.1 Develop Information Assurance vision, strategy, policies and architecture.

6.2 Protect and ensure the availability of the DoN information technology assets, afloat and ashore, tactical and non-tactical, in a worldwide distributed environment.

6.3 Make Information Assurance an "enabling technology" providing confidentiality, integrity and non-repudiation.

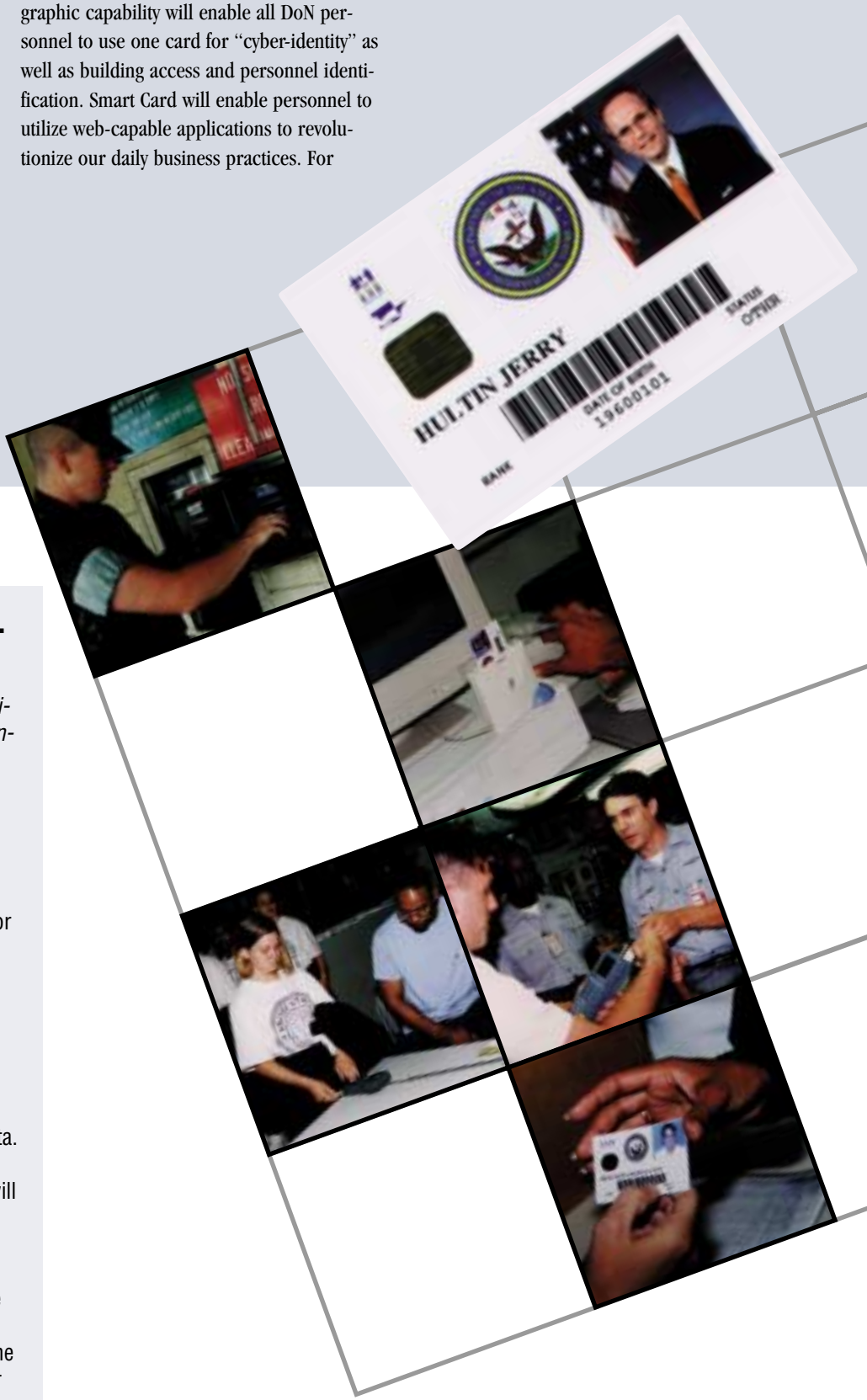
6.4 Provide strong, ubiquitous and secure authentication to information technology users and assets. Implement Public Key Infrastructure (PKI) and issue digital certificates on Smart Cards to all DoN employees.

6.5 Ensure the provision of Information Assurance awareness and training to all system planners, developers, users and administrators.

6.6 Develop the capability to diagnose the health of mission-critical networks.

The Navy and Marine Corps have each established a ***Registration Authority*** to issue digital certificates to all DoN military and civilian personnel and selected contractor personnel. A digital certificate verifies the identity of a sender of electronic transmissions, provides confidentiality and integrity of data, and provides proof that electronic transactions occurred. Digital certificates are integral components of the public key infrastructure (PKI) that will provide the security framework for secure electronic commerce, and protect DoN networks from intrusion and attacks that can cause denial of service. For more information about information assurance, contact Joe Broghamer at broghamer.joe@hq.navy.mil.

The DoN is leading in developing a ***hardware token strategy*** for PKI. The multi-use multi-application Smart Card's cryptographic capability will enable all DoN personnel to use one card for "cyber-identity" as well as building access and personnel identification. Smart Card will enable personnel to utilize web-capable applications to revolutionize our daily business practices. For more information on Smart Cards, contact Hun Kim at kim.hun@hq.navy.mil or Tony Cieri at cieri.anthony@hq.navy.mil.



Information Assurance Is...

information operations that protect and defend information and information systems by ensuring their *availability, integrity, authentication, confidentiality, and non-repudiation.* This includes providing for restoration of information systems by incorporating protection, detection, and reaction capabilities.

Availability – Assuring information and communications services will be ready for use when expected.

Integrity – Assuring information will not be accidentally or maliciously altered or destroyed.

Authentication – Positively verifying the identity of the sender and recipient of data.

Confidentiality – Assuring information will be kept secure, with access limited to appropriate persons.

Non-Repudiation – Method by which the sender of data is provided with proof of delivery and the recipient is assured of the sender's identity, so that neither can later deny having processed the data.

- People
- Information
- Technology

Goal 7

Resolve Y2K issues to ensure a smooth transition into the next millenium.

Description: Successfully address the Year 2000 (Y2K) problem, ensuring that readiness is maintained and DoN systems and infrastructure are Y2K compliant.

Supporting Objectives

7.1 Ensure that all DoN systems, both mission critical and mission support, are certified Y2K compliant and fully implemented.

7.2 Establish and manage a process, which ensures the Y2K readiness of all DoN facilities and infrastructure information technology assets, ashore and afloat.

7.3 Ensure that Congressional and OSD mission critical system testing requirements are met by DoN organizations; monitor testing results.

7.4 Establish requirements for, and monitor progress of Year 2000 Contingency and Continuity of Operations Planning across the DoN.

7.5 Establish requirements and issue guidance for a DoN Consequence Management Plan to ensure that all organizations and Sailors, Marines, and their families will be able to operate normally through the Y2K conversion period.

7.6 Identify opportunities to leverage Y2K data and lessons learned as enablers for future DoN efforts.

7.7 Implement Y2K communications and awareness strategies, both within and external to DoN.

7.8 Provide centralized program management for the DoN on all Year 2000 requirements, policy, procedures, status, issues, information and results.

Pathfinders

Successful resolution of the Y2K problem is necessary to ensure that our Navy and Marine Corps forces maintain full operational capability as we move into the Year 2000 and beyond. To respond to this challenge, the Department's ***Y2K Team*** established an extensive network to communicate policy and guidance, and to coordinate Y2K efforts throughout the DoN. A database, the ***Naval Y2K Tracking System***, designed to monitor Y2K progress, and assist in analysis of remediation efforts, provides an enterprise-wide inventory of our systems and Information Technology which will be useful into the year 2000 and beyond.

Using the existing Battle Group Systems Integration Test (BGSIT) process, the Naval Sea Systems Command (NAVSEA) is coordinating ***Battle Group-level Y2K Operational Evaluations.*** The Pacific Fleet, with support from Systems Commands and Type Commanders, successfully completed the first Navy Y2K Operational Evaluation. Four more Operational Evaluations for units from both the Atlantic and Pacific Fleets will be completed during 1999. The Marine Corps, in addition to participating in the five BGSITs, will conduct nine additional Y2K Operational Evaluations.

To heighten awareness of the Y2K challenge, the Under Secretary of the Navy hosted a ***Y2K Virtual Town Hall*** on June 15, 1999, providing a forum for Sailors, Marines, Civilian employees, and their families to ask senior Naval leaders questions about Y2K testing, personal impacts of Y2K, and Consequence Management. As a result of these focused efforts, the DoN is well positioned to make a smooth passage into the next millennium. For additional information about these initiatives, contact CAPT Cliff Szafran at szafran.cliff@hq.navy.mil.

- People
- Information
- Technology

Goal 8

Build IM/IT competencies to shape the workforce of the future.

Description: Provide Sailors, Marines, and Civilians with IM/IT skills and competencies essential for success in the information age.

Facilitate critical thinking skills that take maximum advantage of the richness of data and information enabled by information technology.

Provide training and education focused on both the IM/IT workforce and the IM/IT needs of the DoN workforce.

Supporting Objectives

8.1 Identify and sustain IM/IT core capabilities.

8.2 Organize and manage the military and civilian IM/IT Professional Community and provide career development opportunities for the IM/IT workforce.

8.3 Provide cost-effective IM/IT education, training, and learning opportunities for our Sailors, Marines, and Civilians.

8.4 Develop and implement a strategy to facilitate critical thinking skills.

8.5 Take advantage of IM/IT Distributive Learning opportunities.

The importance of "Train Hard, Train Fast, Train Often, Train First" cannot be overemphasized.

—Department of the Navy
1999 Posture Statement

Pathfinders

The Office of Training Technology (OTT) provides consolidated, focused management of Navy training technology issues and initiatives. The OTT's award-winning ***Seamless Product Information, Data Exchange, and Repository (SPIDER)*** web site provides a wide range of information resources to assist in implementing training technologies. SPIDER provides a central, online source of policies, standards, guidance, and other references to enable affordable and interoperable training programs using advanced technologies. SPIDER also provides downloadable interactive courseware, on-line training courses, electronic course materials, and instructional design tools. SPIDER was recognized for innovation by the National Performance Review, and is a winner of Vice President Gore's Hammer Award. For additional information about this initiative, contact Robert Zweibel at zweibel.robert@hq.navy.mil.

The DoN CIO sponsored an ***Analysis of the Computer Specialist Workforce*** to help set the vision and take steps to achieve the IM/IT workforce three to five years out. The group created a definition of inherently governmental IM/IT functions to describe the nature of the work required to support the missions of the future. An IM/IT Workforce IPT has been chartered to refine the approach and address issues to achieve the objective. Members have been drawn from organizations throughout the DoN.

The IPT is creating the DoN IM/IT Career Path Guide, which will describe the types of jobs available, provide guidance on qualifications for those jobs, and help individuals chart a course for meeting future qualification requirements. For additional information about this initiative, contact Karen Danis at danis.karen@hq.navy.mil.

- People
- Information
- Technology

Goal 9

Foster and incentivize a technology-enabled information-rich culture.

Description: Create a culture that will advance the DoN workforce in the information age. Provide an intellectually stimulating and technologically attractive workplace for our Sailors, Marines, and Civilians.

Incentivize innovative approaches and recognize IM/IT best practices that foster new patterns of work.

Encourage open communications and implement an active outreach program that will ensure effective information flows and facilitate an information sharing culture for long-term effective use of IT.

Supporting Objectives

9.1 Develop an IM/IT communications and outreach strategy to ensure effective information flow among and between DoN and external government and industry organizations.

9.2 Develop an intellectually stimulating and technologically attractive workplace in order to attract and retain the best Sailors, Marines and Civilians.

9.3 Recognize and incentivize value-added IM/IT and KM solutions.

9.4 Use IM/IT to facilitate information sharing across DoN in support of our deployed Sailors, Marines, and their families.

9.5 Establish open dialogue and partner with our allies to promote technology exchange and interoperability.

9.6 Develop an understanding of the organizational and cultural implications of information technology.

9.7 Partner with DoD, other government organizations, and industry to leverage IM/IT best practices and share lessons learned.

9.8 Provide tools and information on IM/IT products and services to the DoN workforce to sustain a technology-enabled and information-rich culture.

9.9 Build awareness of the value of Electronic Business and Electronic Commerce.

Pathfinders

The award-winning ***Naval Undersea Warfare Center (NUWC) Intranet*** provides a shared knowledge repository that helps the Newport, RI organization do more with less. Employee training and paperless purchasing conducted over the intranet has saved $900,000 in administrative costs. The Intranet won a CIO WebBusiness Award for innovation in 1998. For additional information about this initiative, contact Mary Lee at leemh@npt.nuwc.navy.mil.

The ***DoN Connecting Technology Symposium*** brings together people throughout the DoN to exchange information and share lessons learned. Seminars foster information exchange regarding the application of emerging technologies. Feature presentations promote sharing lessons learned. Panels gather feedback that influences formation and implementation of common-sense policy and guidance. ***CHIPS Magazine***, the premier communications vehicle among the DoN information technology professional community, is dedicated to sharing information and lessons learned. Published on a quarterly basis, CHIPS highlights innovative and effective applications of information technologies that improve DoN mission performance and improve the quality of life for deployed Sailors, Marines and their families. For more information about these initiatives, contact Ernie Smith at smithe@nctams lant.navy.mil.

The Marine Corps Total Force System (MCTFS) is a single system that integrates personnel and pay functionality for all active and reserve Marines along with personnel management for retired Marines. MCTFS will also integrate limited functionality for training and security management matters for all active and reserve Marines. MCTFS achieves a high degree of integration to support the Total Force and is the only system of its kind in DoD. For additional information about this initiative, contact LtCol Kay L. Young at klyoung@manpower.usmc.mil.

As we evolve to meet the challenges of the 21st Century, we must explore new possibilities.

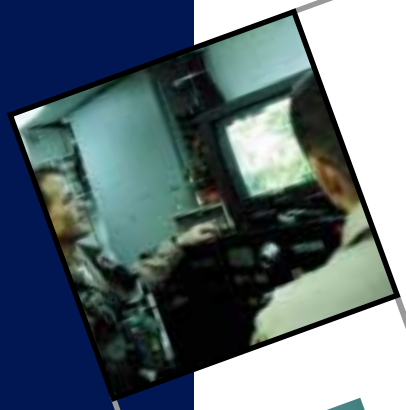
—General James Jones
Commandant of the Marine Corps

Implementation

4

America's naval forces must meet the diverse challenges of today and the ambiguous threats of tomorrow…by harnessing the power of the latest technology.

—Department of the Navy
1999 Posture Statement



- People
- Information
- Technology

Implementing Methodology

As the senior official for IM/IT matters, the DoN CIO leads strategic planning, coordinates capital investment, and facilitates implementation of projects and initiatives.

An integrated team structure with representatives drawn from across the DoN enterprise participates in developing these goals and objectives. Responsibility for implementation of this plan resides at every level of the organization.

DoN CIO

- DoN CIO
- CNO N6
- CMC, AC/S C4I

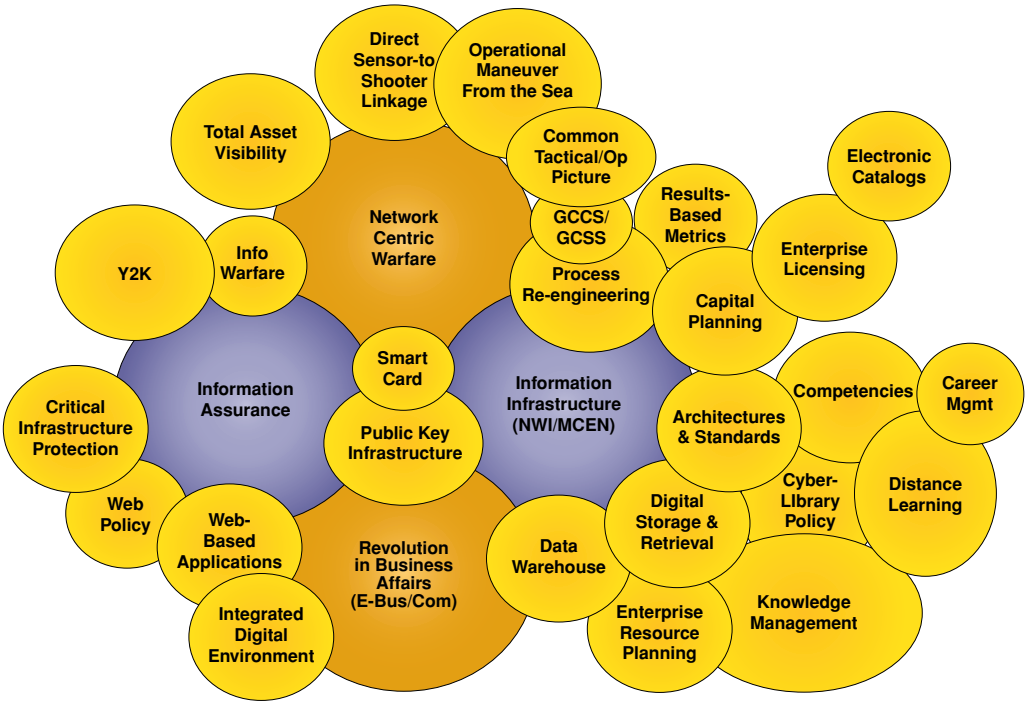
Board of Representatives

- DoN CIO
- CNO
- CMC
- Fleet
- Systems Commands

Functional Teams

- DoN CIO
- CNO
- CMC
- Fleet
- Systems Commands
- Field Activities
- Industry

The DoN IM/IT World View



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